



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

Assistant Deputy  
Minister  
Transformation and  
Digital Solutions and  
Chief Information  
Officer

Sous-ministre  
adjointe  
Transformation et  
solutions digitales et  
Dirigeante principale de  
l'information

Ottawa K1A 1L1

F-01155402

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**MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER**

**CREATION AND STAFFING OF A NEW EXECUTIVE LEVEL POSITION, AND  
REVIEW AND UPDATE OF AN EXISTING EXECUTIVE LEVEL POSITION  
WITHIN THE TRANSFORMATION AND DIGITAL SOLUTIONS SECTOR**

**FOR APPROVAL**

**SUMMARY**

- The purpose of this memorandum is to seek your approval for the following human resources actions within the Transformation and Digital Solutions Sector (TDSS):
  - the creation of a new EX-03, Director General (DG), Digital Strategy (DS) position, effective December 1, 2020;
  - the deployment of Omar Subhani to this position would follow, effective February 8, 2021; and
  - the review and update of the existing EX-02, Executive Director, Applications Management Service (AMS) position to Senior Director, Digital Platform Modernization (DPM), effective December 1, 2020;
- We recommend that you approve these actions by checking the “I concur” box, signing this memorandum, the Expanded Position Action Reports (EPARs) (Annexes A and B) and the attached Letter of Offer (Annex C), and returning them to the Human Resources Branch (HRB) by January 20, 2021.
- The job descriptions for the DG, DS (Annex D) and for the Senior Director, DPM (Annex E) are included to provide additional context.

**BACKGROUND:**

- In January 2019, the Department announced the creation of a new Transformation Sector, responsible for ensuring that IRCC is technologically enabled to address growing pressures resulting from rising volumes, emerging risks and threats, and client expectations, and to meet the mandate of building a stronger Canada.

- As part of building the new Sector to support this mandate, senior management identified the need for a DG, DS role. This role would be accountable for ensuring alignment with the new Government of Canada Digital Standards, and would be responsible for leading the development of frameworks to streamline IM/IT service delivery across the Department and for aligning investments in support of a consolidated IM/IT vision and strategy.
- Senior management also requested the review and update of the existing EX-02, Executive Director, AMS position to ensure the accuracy of its functions and responsibilities in supporting the DG, DS in delivering an end-to-end service delivery model (enterprise-wide digital platform), including improvements to day-to-day operations, streamlined business processes and modern technology.
- HRB has been working closely with senior management to build and formalize the Sector's structure. While this work has been ongoing, temporary human resources flexibilities were exercised to ensure the functions of the DG, DS role could be fulfilled.
- On April 1, 2019, Omar Subhani was initially appointed to a floater EX-03 on an acting basis to fulfill the DG, DS functions. On February 10, 2020, following his qualification in an EX-03 interdepartmental advertised process at IRCC, Omar was appointed indeterminately to the same EX-03 floater position, pending the creation of a classified EX-03 position.

#### **CURRENT STATUS:**

- Recent classification evaluations confirmed the job descriptions for the proposed DG, DS position and the revised Executive Director, AMS position at the EX-03 and EX-02 levels, respectively. The EX-02 position was retitled Senior Director, DPM to better reflect its revised responsibilities and reporting relationship.
- Senior management is requesting to formally deploy Omar to the new DG, DS position, effective February 8, 2021.
- Nancy Violette-Fehr is currently acting in the recently reviewed existing EX-02 position and will be appointed to the position effective January 4, 2021.

#### **CONSIDERATIONS:**

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- These human resources actions represent a low risk from a human resources perspective given that the positions' classifications were officially confirmed. Moreover, Omar's deployment would result in the return of an EX-03 floater position to HRB.

**RESOURCE IMPLICATION:**

- Once approved, the creation of the DG, DS position would result in an increase in the total number of classified executive positions to 173, representing 2.03% of the total positions at IRCC (8508 total positions as of December 11, 2020).

**RECOMMENDATION:**

- We recommend that you approve these actions by checking the "I concur" box, signing this memorandum, the EPARs (Annexes A and B) and the attached Letter of Offer (Annex C), and returning them to HRB by January 20, 2021.

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**NEXT STEP:**

- Following your approval and signature, the EX-03 DG, DS position will be officially created and the EX-02 Senior Director, DPM position will be officially reviewed and updated. The deployment letter of offer to the DG, DS position would then be issued to Omar.

*e-approved*  
Zaina Sovani

FlowersCode, Holly Digitally signed by FlowersCode, Holly  
Date: 2021.01.04 16:24:14 -05'00'

Holly Flowers Code

☐ I concur

☐ I do not concur

☐ I concur

☐ I do not concur

Caroline Xavier  
Associate Deputy Minister

Catrina Tapley  
Deputy Minister

**Annexes (5):**

A: Expanded Position Action Report – EX-03, DG, DS

B: Expanded Position Action Report – EX-02, Senior Director, PDM

C: Letter of Offer

D: Job Description for the EX-03, DG, DS

E: Job Description for the EX-02, Senior Director, PDM

Government of Canada / Gouvernement du Canada  
EXPANDED POSITION ACTION REPORT  
RAPPORT ÉTENDU - ACTIONS SUR LES POSTES

Page 1  
Date 14/12/2020  
Time/Heure 12:09:54

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2020-12-01

Position / Poste : 00520286 DG, Digital Strategy

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----  
Effective Date / Date effet : 2020-12-01  
Action Reason / Motif action : NEW New Position - J / Nouveau poste (J)  
Abolish by/End of Term / Proch. rév./abolition :  
Business Unit / Entité : CNADM Canada Administration / Administration du Canada  
Job Code / Code emploi : 512066 DG, Digital Strategy / DG, Strat. numérique  
Reg/Temp / Permanent/temp. : R Regular / Permanent  
Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein  
Location / Emplacement : 91 Ottawa - JETN - 300 Slater St. / Ottawa - JETN - 300 rue Slater  
Geographic Location / Lieu géographique : 3506008 OTTAWA  
Department / Service : 9220 TDSS DS DG's Office / STSD DGSN bureau du DG  
Reports To / N° poste responsable : 00520098 EXSD-04 - ADM, Transf & Digita  
Security / Sécurité : 4 Secret / Secret  
Applied By ID / Appliquée par (Id) : 509678 Catrina Tapley  
Applied By Date/ Appliquée par (Date) : 2020-12-14  
Remarks / Commentaires : EX-03 position created for TDSS. Applied by JH action #62306.

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----  
Decision # / N° décision : 0000502055 Effective Date / Date effet : 2020-12-01  
Class Code / Code classification : EX 03  
Function / Fonction : /  
Eval Process / Processus évaluation : 01 Position evaluated without cla / Poste évalué sans recours à un  
Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère  
Class Accred # / N° accréd. classif. : DMCTAP Catrina Tapley  
Class Auth Dt / Date autor. classif. : 2020-12-01  
Next Review Dt / Date proch. rév. : 2025-12-01  
Remarks / Commentaires : New EX03 decision - DG, Digital Strategy.

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----  
Factor Coordinate Points / Coordinate Points  
Code Description / Description Coordonnées Coordonnées  
Facteur Coordonnées Points  
01 Know-How / Savoir-faire GIII3B 700  
02 Problem Solving/Thinking / Solution de problèmes/La réflexion F457 U 400  
03 Accountability/Decision Making / Finalité/Prise de décisions F3P C 460  
Total Coordinate Points / Total des points des coordonnées 1560  
Supervisory Factor / Facteur surveil.: X

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----  
Designation / Désignation : 0 Position not essential / Poste non essentiel  
Proposed / Proposé : N Effective Date / Date effet : 2020-12-01

Exclusion / Exclusion : 42 EX Group or name equivalent / Groupe EX ou l'équiv. de nom  
Proposed / Proposé : Effective Date / Date effet : 2020-12-01

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----  
Effective Date / Date effet : 2020-12-01  
Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue  
Imp. St. Ind. / Ind. dot. impér. : /  
Office Code / Code bureau :

	English / Anglais	French / Français
Reading / Lecture	C	C
Writing / Écrit	B	B
Oral / Oral	C	C
Com. Serv. Public / Services au public	0 Not required	/ Non requis
Com. Pers. Serv. / Services personnels	1 English and French	/ Anglais et français
Com. Cent. Serv. / Services centraux	1 English and French	/ Anglais et français
Com. Supervisory / Superviseurs	1 English and French	/ Anglais et français
Com. Grievance / Griefs	0 Not required	/ Non requis
Com. Other / Autres	1 English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----  
Effective Date / Date effet :  
HR Delegation Level / Niveau délégation des RH : /  
Effective Date / Date effet :  
FIN Delegation Level / Niveau délégation fin : /

End of Report

Tapley,  
Catrina

Digitally signed by Tapley,  
Catrina  
Date: 2021.01.05 16:20:15  
-05'00'

Approved/Approuvé: Deputy Minister/Sous-ministre, Catrina Tapley

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Government of Canada / Gouvernement du Canada  
 EXPANDED POSITION ACTION REPORT  
 RAPPORT ÉTENDU - ACTIONS SUR LES POSTES

Page 1  
 Date 14/12/2020  
 Time/Heure 14:45:00

Report ID: GC7PM015

AS OF DATE / EN DATE DU : 2020-12-01

Position / Poste : 00506052 Sr Dir, Digital Platform Moder

----- P o s i t i o n I n f o r m a t i o n / D o n n é e s s u r l e p o s t e -----  
 Effective Date / Date effet : 2020-12-01  
 Action Reason / Motif action : REO Re-Organization (L) / Remaniement (L)  
 Abolish by/End of Term / Proch. rév./abolition :  
 Business Unit / Entité : CNADM Canada Administration / Administration du Canada  
 Job Code / Code emploi : 512067 Sr Dir, Digital Platform Moder / Dir pr, Modern. de la platefo.  
 Reg/Temp / Permanent/temp. : R Regular / Permanent  
 Full/Part Time / Temps plein/partiel : F Full-Time / Temps plein  
 Location / Emplacement : 91 Ottawa - JETN - 300 Slater St. / Ottawa - JETN - 300 rue Slater  
 Geographic Location / Lieu géographique : 3506008 OTTAWA  
 Department / Service : 9271 TDSS DS DPM Dir's Off / STSD DGSN DPM bureau dir  
 Reports To / N° poste responsable : 00520286 DG, Digital Strategy  
 Security / Sécurité : 4 Secret / Secret  
 Applied By ID / Appliquée par (Id) : 509678 Catrina Tapley  
 Applied By Date/ Appliquée par (Date) : 2020-12-14  
 Remarks / Commentaires : R&U - new decision, location and reporting rel. Applied by JH  
 action #62307.

----- D e c i s i o n I n f o r m a t i o n / D o n n é e s s u r l a d é c i s i o n -----  
 Decision # / N° décision : 0000502056 Effective Date / Date effet : 2020-12-01  
 Class Code / Code classification : EX 02  
 Function / Fonction : /  
 Eval Process / Processus évaluation : 01 Position evaluated without cla / Poste évalué sans recours à un  
 Posn Class Auth / Autor. classif. poste : 2 Departmental / Ministère  
 Class Accred # / N° accréd. classif. : DMCTAP Catrina Tapley  
 Class Auth Dt / Date autor. classif. : 2020-12-01  
 Next Review Dt / Date proch. rév. : 2025-12-01  
 Remarks / Commentaires : New EX-02 decision - Senior Director, Digital Platform  
 Modernization.

----- F a c t o r C o d e C o o r d i n a t e P o i n t s / C o d e f a c t e u r C o o r d o n n é e s P o i n t s -----  

Factor Code	Description	Coordinate Points	Coordinate Points
Facteur	Description	Coordonnées	Coordonnées
01	Know-How	FIII3C	608
02	Problem Solving/Thinking	F450 T	304
03	Accountability/Decision Making	F2P C	350
Total Coordinate Points / Total des points des coordonnées		1262	
Supervisory Factor / Facteur surveil.:		X	

----- S t a f f R e l a t i o n s / R e l a t i o n s d e t r a v a i l -----  
 Designation / Désignation : 0 Position not essential / Poste non essentiel  
 Proposed / Proposé : N Effective Date / Date effet : 2006-06-05  
 Exclusion / Exclusion : 42 EX Group or name equivalent / Groupe EX ou l'équiv. de nom  
 Proposed / Proposé : Effective Date / Date effet : 2018-06-07

----- O f f i c i a l L a n g u a g e s / L a n g u e s o f f i c i e l l e s -----  
 Effective Date / Date effet : 2016-04-12  
 Lang. Req. Posn / Exigences ling. poste : 1 Bilingual / Bilingue  
 Imp. St. Ind. / Ind. dot. impér. : 3 Indispensable Bilingual Posn / Poste bilingue indispensable  
 Office Code / Code bureau : 93892 Ottawa Headquarters 365 Laurier Ave. W., Ottawa ON  
 Ottawa AC 365 ave. Laurier O., Ottawa ON

	English / Anglais	French / Français
Reading / Lecture	C	C
Writing / Écrit	B	B
Oral / Oral	C	C
Com. Serv. Public / Services au public	0 Not required	/ Non requis
Com. Pers. Serv. / Services personnels	0 Not required	/ Non requis
Com. Cent. Serv. / Services centraux	1 English and French	/ Anglais et français
Com. Supervisory / Superviseurs	1 English and French	/ Anglais et français
Com. Grievance / Grievs	1 English and French	/ Anglais et français
Com. Other / Autres	1 English and French	/ Anglais et français

----- D e l e g a t i o n / D é l é g a t i o n -----  
 Effective Date / Date effet :  
 HR Delegation Level / Niveau délégation des RH : /  
 Effective Date / Date effet :  
 FIN Delegation Level / Niveau délégation fin : /

End of Report

Tapley,  
 Catrina

Digitally signed by Tapley, Catrina  
 Date: 2021.01.05 16:21:24 -05'00'

Approved/Approuvé: Deputy Minister/Sous-ministre, Catrina Tapley

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Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

Deputy Minister

Sous-ministre

Ottawa K1A 1L1

**PROTECTED A**  
PRI:

Omar Subhani

<b>Subject:</b>	<b>Deployment</b>	
	<b>Selection Process Number:</b>	2020-IMC-DM-34582
	<b>Position Title:</b>	Director General, Digital Strategy
	<b>Position Number:</b>	520286
	<b>Group &amp; Level:</b>	EX-03
	<b>Linguistic Requirements:</b>	Bilingual Imperative CBC/CBC
	<b>Security Requirements:</b>	Secret
	<b>Financial Coding:</b>	9220
	<b>Branch:</b>	Digital Strategy
	<b>Position Location:</b>	Ottawa, Ontario
	<b>Pay List:</b>	0102

Omar Subhani,

On behalf of the Department of Citizenship and Immigration (also known by its applied title: Immigration, Refugees and Citizenship Canada (IRCC)), I am pleased to offer you an indeterminate deployment to the above-noted position, effective February 8, 2021. Your status will be full-time.

The salary range for this group and level is from \$140,900 to \$165,700 per year. This salary range reflects the salary revisions for executives announced in June 2018, which have recently started to be implemented in the pay system. We encourage you to verify your paystubs. Your salary on appointment, in addition to all other remunerative and non-remunerative entitlements, will be determined in accordance with the [Directive on Terms and Conditions of Employment for Executives](#).

To confirm your acceptance or refusal of this offer, please sign and date below and return the signed offer along with all other required documentation to Sophie Paquet, Senior HR Assistant, at [Sophie.Paquet@cic.gc.ca](mailto:Sophie.Paquet@cic.gc.ca). Please confirm your acceptance or refusal within five (5) business days of receiving this letter and before the employment effective date. Upon receipt of your acceptance, Human Resources will proceed with the appointment. Note that your signature is an attestation that you clearly understand and will comply with the terms and conditions of employment.

**PROTECTED A**  
**Omar Subhani**  
**PRI:**

Should you have any questions concerning this offer, please contact Faye Brousseau, HR Specialist Advisor, Executive Resourcing at [Faye.Brousseau@cic.gc.ca](mailto:Faye.Brousseau@cic.gc.ca). If you have general questions, please contact Zaina Sovani, Assistant Deputy Minister, Transformation and Digital Solutions and Chief Information Officer, at [Zaina.Sovani@cic.gc.ca](mailto:Zaina.Sovani@cic.gc.ca).

Should you have any general compensation questions, please contact IRCC's Pay Centre Liaison Unit at [IRCC.PayCentreLiaisonOffice-Bureaudeliaisoncentredepaye@cic.gc.ca](mailto:IRCC.PayCentreLiaisonOffice-Bureaudeliaisoncentredepaye@cic.gc.ca). Please address all specific compensation and benefit questions to Public Services and Procurement Canada's Public Service Pay Centre, located in Miramichi, NB, at 1-855-686-4729, or from outside Canada and the United States at 506-424-4330 or consult their website at <http://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/paye-centre-pay/cn-cu-eng.html>.

To learn more about your compensation and benefits, please refer to the following website: <http://cicintranet.ci.gc.ca/connexion/hr-rh/exec/index-eng.aspx>.

For questions on the Performance Management Program for Executives, please contact [IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca](mailto:IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca).

May I take this opportunity to congratulate you and to wish you every success in the future.

Sincerely,

Tapley,  
Catrina

Digitally signed by  
Tapley, Catrina  
Date: 2021.01.05  
16:22:37 -05'00'

Catrina Tapley  
Deputy Minister

\_\_\_\_\_  
Date

☐ I have read, understood, and hereby accept this offer of employment.

☐ I decline this offer.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Encl.: [Required Training Questionnaire](#)  
[Instruction Sheet on Required Training](#)  
[CIC Code of Conduct](#)  
[Confidential Report](#)

c.c. [Integrated Service Delivery Division](#)  
[IRCC Pay Centre Liaison Office](#)  
Manager (c/o Administrative Officer)



**PROTECTED A**  
**Omar Subhani**  
PRI:

## **APPENDIX: INFORMATION AND CONDITIONS OF EMPLOYMENT**

Position: Director General, Digital Strategy

Name: Omar Subhani

### **LINGUISTIC REQUIREMENTS**

This position requires proficiency in both official languages, English and French, at the level indicated on page one (1) of this letter.

### **CONDITIONS OF EMPLOYMENT**

By accepting this offer, you agree to meet and maintain throughout your employment, the following conditions of employment:

- Valid security at the required level, as indicated on page one (1) of this letter.
- Respectful conduct. Any findings of harassment will result in corrective and/or disciplinary action.
- Consent to being deployed\* to other positions at your group and level in the Executive (EX) Group within the core public administration, as part of the management of the executive community.

\*Effective April 1, 2020, all appointments and deployments (except acting appointments) to and within the Executive (EX) Group are subject to the Agreement to be Deployed provision, found in Part 1, A.II.14 in Appendix A of the *Directive on Terms and Conditions of Employment for Executives*. By accepting this offer, you accept this condition of employment and give your agreement to be deployed to other positions in the EX Group within the core public administration.

### **OPERATIONAL REQUIREMENTS**

By accepting this offer, you agree to accept the following operational requirements for this position:

- You may be required to travel and/or work longer hours. By accepting this offer, you are also accepting these conditions. **Please note that executives are not entitled to overtime pay.**

**PROTECTED A**  
**Omar Subhani**  
**PRI:**

## **PERFORMANCE MANAGEMENT**

In accordance with the *Directive on Performance and Talent Management for Executives*, a performance agreement must be prepared between you and your manager, outlining your commitments and associated performance measures, for the performance cycle. Performance agreements are to be completed in the Executive Talent Management System (ETMS), under the Performance Agreement tab. You may access ETMS at the following address: [talent.tbs-sct.gc.ca/etms-sgtcs/login-eng.aspx](http://talent.tbs-sct.gc.ca/etms-sgtcs/login-eng.aspx).

Eligibility to receive performance pay is subject to a completed performance agreement that assesses the achievement of commitments and the demonstration of the key leadership competencies during the performance cycle. Performance pay is also subject to having occupied an EX position for a minimum of three (3) consecutive months within the performance cycle.

For questions on ETMS access or any questions on the Performance Management Program for Executives, please contact the Integrated Service Delivery Division at: [IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca](mailto:IRCC.PerformanceManagement-GestionDuRendement.IRCC@cic.gc.ca).

## **CODE OF CONDUCT**

I would like to bring to your attention that employees of the Department are required to abide by the *CIC Code of Conduct* (the Code) that integrates the *Values and Ethics Code for the Public Sector* and the *Policy on People Management*. Moreover, respectful conduct is a condition of employment for all executives of the Department. Preventing and addressing harassment is a leadership priority, therefore, findings of harassment will result in corrective and/or disciplinary action. Acceptance of the values and adherence to the expected behaviours outlined in the Code is a condition of employment for every public servant in the Department, regardless of their level or position. A breach of these values or behaviours may result in disciplinary measures being taken, up to and including termination of employment. By accepting this offer of employment, you certify that you have read the Code. The Code can be viewed at the following website: <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/transparency/code-conduct.html>.

Employees must act in a transparent manner and disclose any real, potential, or apparent conflict of interest. It is understood that employees are making disclosures in good faith. If, after having read the Code, you feel you may be in a real, perceived or potential conflict of interest, you must complete the Treasury Board TBS/SCT 610-30 Confidential Report within 60 days. A designated official will rule on the conflict situation and advise you accordingly. The confidential report form can be obtained at the following website: <http://cicintranet.ci.gc.ca/connexion/tools-outils/form/documents/pdf/PER0034E.pdf>.

## **POLITICAL ACTIVITIES**

Federal public service employees, including students, are subject to the political activities provisions set out in Part 7 of the *Public Service Employment Act*. As such, you have the right to engage in political activities while maintaining the principle of political impartiality in the public service. For more information about your legal rights and responsibilities regarding political activities, please contact the Department's Designated Political Activities Representative and consult the Public Service Commission's Political Activities website at: [www.psc-cfp.gc.ca/plac-acpl/index-eng.htm](http://www.psc-cfp.gc.ca/plac-acpl/index-eng.htm).

## **ASSOCIATION OF PROFESSIONAL EXECUTIVES (APEX)**

The Association of Professional Executives (APEX) is an independent not-for-profit corporation that represents the interests of all federal public service executives from coast to coast to coast.

All executives are eligible to join the APEX or renew their membership for a low annual fee. Please refer to a "welcome letter", a one-pager and a membership application containing details on the APEX. An APEX membership gives you exclusive access to the APEX's Guide for Executives (a compendium of resources related to the management responsibilities of an executive including working conditions, salary and benefits, policies related to employee management, financial policies) and other resources. It also gives access to confidential APEX Advisory Services for executives, to help you in your career development, as well as discuss any sensitive issues you are facing in your role. All members can access this service across Canada and abroad by contacting Johanne LeBlanc, Advisor, at 613-992-5592 or at [johannel@apex.gc.ca](mailto:johannel@apex.gc.ca). Please visit the APEX website at [www.apex.gc.ca](http://www.apex.gc.ca) to find out more about APEX events and services.

## **EMPLOYMENT EQUITY SELF-IDENTIFICATION**

The Department is committed to having a skilled and diversified workforce representative of the population we serve. Having an accurate profile of our workforce representation will allow us to focus our efforts on removing potential barriers and ensure equal access to employment, training, development and career progression for all employees.

To meet this commitment, please complete the online Employment Equity Self-identification Questionnaire in the PeopleSoft Leave Self-Service application. Instructions on completing the self-identification questionnaire are available through the help link in PeopleSoft. **It is mandatory that all employees complete Section A of the questionnaire. However, completion of Sections B and C are voluntary.** All self-identification information provided is confidential and is protected under the *Privacy Act* and the *Employment Equity Act* and its Regulations.

s.19(1)

**PROTECTED A**  
**Omar Subhani**  
PRI: I

## **ACCOMMODATION**

Should you have workplace accommodation needs, please inform your manager prior to your appointment date or as soon as possible. For further information on the Policy on People Management, please visit the following website: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32621>.

## **TRAINING**

The Government of Canada is committed to ensuring that all public servants have the necessary skills and knowledge to carry out their duties. Foundational learning is required to foster the highest caliber of professionalism among employees of Canada's public service. In order to facilitate the Department in identifying the required training related to your appointment and to ensure this training takes place, **you must complete and submit the Required Training /Development Programs Questionnaire within two (2) weeks** of your appointment.

Employees of the Department must also complete other mandatory training according to the position they occupy. Please consult your [learning roadmap](#) (select "For Executives") to identify mandatory training specific to your position. For more information please contact your manager.

## **RECOURSE**

In accordance with the [Public Service Employment Act](#), since your substantive position is at the EX-03 group and level, your consent is required to be deployed. If you have been deployed without your consent, you may refer a grievance for adjudication to the Public Service Labour Relations and Employment Board.

## EXECUTIVE GROUP POSITION DESCRIPTION

<b>POSITION TITLE:</b>	Director General, Digital Strategy
<b>POSITION NUMBER:</b>	New
<b>POSITION LEVEL:</b>	EX-03 (proposed)
<b>REPORTS TO:</b>	Assistant Deputy Minister and Chief Information Officer
<b>SECTOR:</b>	Transformation and Digital Solutions
<b>EFFECTIVE DATE:</b>	TBD
<b>LOCATION:</b>	NCR

### GENERAL ACCOUNTABILITY

The Director General (DG), Digital Strategy Branch (DSB) is accountable, for developing the medium-to-long term digital strategy for Immigration, Refugees and Citizenship Canada (IRCC), providing leadership on enterprise architecture, technology architecture (application, infrastructure, information, data and security architecture); guidance on IT projects; and sector level planning, governance, performance reporting and administration support such as enterprise procurement, engagement with Treasury Board (TB), and development of a technology investment plan and subsequent authorities.

The DG operates at the intersection of business and digital opportunities to define the transformative, digitally enabled strategies, to promote innovation, and to deliver advanced data analytics capability to support pragmatic decision-making across the Department. The DG is responsible for building strong relationships with senior stakeholders across IRCC and across its network of external client and partner departments and agencies.

### ORGANIZATION STRUCTURE

This position is one of three (3) DG level positions reporting to the Assistant Deputy Minister and Chief Information Officer (ADM/CIO), Transformation and Digital Solutions Sector (TDSS). The others are; DG, IT Operations; and DG, Transformation.

A total of six (6) director level positions and one (1) senior director level position report directly to the DG, Digital Strategy Branch.

**Senior Director, Digital Platform Modernization** (Staff of 11): responsible for de-risking existing foundational technology and transitioning to an enterprise-wide digital platform through a two phase process: Phase 1 includes GCMS Stabilization and Data Centre Migration and Disaster Recovery; Phase 2 includes de-risking and reducing technical debt in the current core legacy systems and remediating architectural deficiencies, enhancing key digital capabilities to enable specific applications and allow for early benefits such as reduced downtime, increased adaptability and improved operations and productivity; focusing on establishing a Cloud Adoption program and completing Enterprise Cloud Connectivity to allow IRCC to deliver modern integrated and secure cloud solutions as part of a strategic delivery model capable of deriving innovative program

Director General, Digital Strategy

value at a sustainable and continually evolving pace; and integrating Business Process Optimization with TDR and Cloud by developing building blocks of the future platform, including reimagined business processes and customer experiences.

**Director, Digital Strategy and Enterprise Architecture** (Staff of 45): responsible for directing the IT Architecture Directorate, by managing its financial and human resources, determining the Directorate's goals, objectives and priorities, preparing operational and business plans, and developing work processes and standards. Evaluates IRCC's business, information and communications (ICT) architecture to determine consistency and integration with the organization's digital strategies; operates the Enterprise Architecture Review Board (EARB) to ensure future projects and initiatives align to a long-term technology view for the Department; leads, plans and directs the acquisition of goods and services, and liaison with Central Agencies to ensure that the Department's IT architecture meets the needs of an evolving and complex environment; develops and implements corporate strategies and initiatives to ensure that the computing systems environment effectively supports all of the Department's current and future programs; identifies opportunities for service enhancement and provides recommendations to clients, senior management and/or the IT Management Committee on new IT initiatives for increasing productivity and reducing costs; representing the Directorate with departmental clients to negotiate service levels, determine their IT architecture needs, provide advice and solutions to resolve issues, promote the need for new IT equipment and systems, and reach consensus on overall departmental objectives and priorities for the IT architecture program; and chairs departmental and interdepartmental IT committees, symposiums and seminars, maintaining membership in professional associations, and consulting with IT officials of central agencies, other government departments, provincial governments and the private sector to develop solutions to common IT architecture problems.

**Director, Information Architecture and Information Management** (Staff of 91): is responsible for establishing the IRCC-wide digitization strategy including consolidation and management of the service providers, applying IM change management structures, and providing request and digitization services related to Passport Applications.

**Director, Office of the Chief Information Officer** (Staff of 12): is responsible for coordinating with other Directorates within DSB in order to action branch-wide administrative functions including financial management, contract management, human resources, and Access to Information and Privacy; TDSS Corporate Planning & Reporting including annual assessment of management practices and performances under the Management Accountability Framework, and financial planning and reporting linked with P6 and P12; working collaboratively and establishing networks with other units within IRCC in order to document IT projects appropriately; taking a leadership role in the development of the IRCC IM/IT plan; and participating as a member of various IRCC governance committees.

**Director, Enterprise Data Warehouse** (Staff of 46): is responsible for planning, defining, implementing and managing data acquisition, data model definition, and data access for business user groups through extract-transform-load (ETL) programs. The Director works closely with business user groups to manage, deliver and govern a rich and complex data and analytics suite including an enterprise data warehouse, broad set of data governance and architecture tools, Business Intelligence (BI) tools including Cognos Analytics, and a variety of preparation and modelling tools. The director is also responsible for delivering IRCC's first enterprise data

management strategy and supporting analytics service model. Furthermore, the Director will be responsible for the establishment and management of the departmental Data Analytics Centre of Excellence (COE) that will provide leadership, research and support, as well as disseminate leading-edge analytics knowledge and best practices throughout the organization and define the direction of IRCC's data storage.

**Director, Innovation Lab** (Staff of 10): is responsible for the management of the Innovation Labs which are decentralized and virtual. Responsibilities include defining and developing capability ideas, proofs of concept and prototypes that include innovative approaches in the application of people, processes and/or technology. The Director and team work closely with the IT intake function in the Projects Branch, business owners, subject matter experts, solution architects, IT partners and other key stakeholders to explore, define and develop innovative ideas that are tied closely to the Department's strategic imperatives. This involves conducting proof of concept development to further refine and test the concept, benefits, level of effort, costs and risk prior to moving the idea ahead in the intake process to become a project candidate. The Director manages access to data and works closely with the Chief Data Officer of IRCC to ensure the data and testing environments are in line with and respectful of policies and directives on data within the federal government.

**Director, Artificial Intelligence:** is responsible for leading AI strategy and developing a roadmap in partnering with several IRCC Branches by establishing a multi-disciplinary team, leading to creation of an investment proposal; leading the Temporary Foreign Worker VAC project via integrated multi-disciplinary teams (Solutions delivery, Project Management, Business Expertise, etc.) establishing Project Governance and reporting; advising, guiding and supporting the DA-EDW (Data Analysis - Enterprise Data Warehouse) leadership team in transforming/modernizing its business offering; and supporting/assisting the DG with work requiring transforming the vision of the ADM/CIO into strategies and plans in order to achieve results.

## NATURE AND SCOPE

IRCC selects and welcomes, as permanent and temporary residents, foreign nationals whose skills contribute to Canadian prosperity. It also reunites family members. The Department maintains Canada's humanitarian tradition by welcoming refugees and other people in need of protection, thereby upholding its international obligations and reputation.

IRCC, in collaboration with its partners, conducts the screening of potential permanent and temporary residents to protect the health, safety and security of Canadians. IRCC is also responsible for the issuance and control of Canadian passports and other travel documents that facilitate the travel of Canadian citizens, Permanent Residents and Protected Persons. Lastly, the Department builds a stronger Canada by helping all newcomers settle and integrate into Canadian society and the economy, and by encouraging, granting and providing proof of Canadian citizenship.

The GoC has set out a multi-year immigration levels plan that commits to welcoming more permanent residents to Canada over the next three years. In 2018, the Department expected to welcome between 290,000 and 330,000 permanent residents, which is the highest level in recent history. Moreover, this plan includes raising immigration levels to between 300,000 and 350,000 in 2019 and between 310,000 and 360,000 in 2020. From an IM/IT perspective, these increases

continue to result in an increase in demand for IM/IT services, including timely access to IT equipment, software and network connectivity.

Successful delivery of the Department's mandate requires integration and alignment between the program delivery areas of the Department and IM/IT in order to support temporary and permanent immigration, refugees, settlement, citizenship and passports, as well as stakeholders in the settlement community, and IRCC partners in other federal departments and agencies, the provinces and territories, and international partners. IRCC's IM/IT systems, such as the Global Case Management System (GCMS), the Biometrics program and the Electronic Travel Authorization are used by partners such as the Canada Border Services Agency (CBSA), the airline industry and other partners in border security as well as by our employees at National Headquarters, in IRCC Regional Offices and at Canadian missions abroad.

IRCC continues to align itself with the new GoC policies and directives to ensure that it is positioned to leverage the opportunities that will be available through the government-wide shift to digital. Operating within this context, TDSS, under the direction of the CIO and ADM, is mandated to provide the strategies, policies, tools and skilled resources necessary for IRCC to make effective use of IM/IT in the delivery of programs and services.

The Department's internal and external IM/IT environment is highly complex, characterized by: the ongoing delivery of high availability Canadian government mission critical operational applications and databases to IRCC and its partners; a digital transformation within IRCC, in alignment with the GoC Digital Principles, that focusses on improving the client experience; the need to focus on infrastructure renewal to ensure business continuity, improve network connections and increase storage capacity; the growing importance of advanced analytics to support pragmatic decision-making across IRCC; the anticipated continuing growth of the Department, as a result of increasing Permanent Resident admission targets, that requires IT enhancements to strengthen settlement program integrity and digitalize processes and workflows; the ongoing importance of information lifecycle management to information is appropriately protected, retained and disposed of in a manner consistent with Library and Archives Canada guidelines; the need to keep pace with the revolution in information and communication technology.

**In this context, the DG, Digital Strategy** is accountable for providing leadership in the development of frameworks to maximize future IRCC investments in IM/IT and improve program and service delivery through department-wide alignment to a single IM/IT vision and strategy. The DG establishes the strategic direction for and develops and conducts research into the leading developments in information management, information technology and digital strategy. The incumbent is responsible for ensuring that all departmental IM/IT plans, procedures and architectures are consistent with GoC priorities and directions for the management of information and technology resources. Other responsibilities include the development of an annual departmental IM/IT plan, developing vendor sourcing strategies, leading resource and capacity planning and operating Data and Analytics COE, and championing the use of the Innovation Lab to test out innovations related to people, processes and technology.

The DG is responsible for working with policy and program executives from across the department, other government departments (OGD) and external partner organizations both in Canada and internationally, to identify business requirements, technology trends and best practices to be used in the development of the IRCC's digital strategy; to provide advice to business owners and



Information and Communication Technology senior executives on business improvement opportunities; to influence the development and execution of large scale IT-enabled initiatives; and to oversee and advise on the enterprise architecture evolution.

The DG is responsible for providing leadership in transforming the vision of the ADM/CIO and of the Departmental Executive Committee into strategies and plans that allow for their realization and that align to the TB Digital Principles and emerging technologies. As part of the transformation of the Department, the DG plays a significant role in supporting the realization of a new culture that values horizontal collaboration, creative thinking, initiative and intelligent risk taking, client centric operating models and integrated teams. This new culture is essential in the successful delivery of the COE and the Innovation Lab functions as well as the execution of the digital strategy that serves both departmental and other GoC clients.

One of the main challenge of the DG is to support a digital cultural development within IRCC management team and their partners externally, through promoting decision-making in organizational, business, and business process redesign on the possibilities offered by rapidly evolving IM/IT applications and technology and by promoting new, agile ways of working including using the Innovation Lab to conduct proof of concept and to pursue intelligent risk taking.

The DG is responsible for participating as the IRCC representative, directly or through subordinate managers, on a number of interdepartmental committees and working groups determining standards for and borders between government-wide IM/IT systems applications to ensure departmental legacy and new applications are integrated with the federated architectures of the GoC. The DG is a member of the Sector Management Committee (SMC) and the Enterprise Architecture Review Board (EARB) and chair of the Digital Strategy Branch Management Committee (DSB MC). The DG also participates in the Investment Planning and Investment Management Committee (IPIMC) providing guidance on IM/IT strategic alignment and prioritization, the Project Oversight Committee (POC), the Information Management Steering Committee (IMC), and the Policy Committee. The DG also serves as member or IRCC representative, on a number of interdepartmental committees and working groups.

The DG must work closely, and seamlessly with the executive team from the two other TDSS branches to successful transform IM/IT delivery and achieve the CIO vision and the goals of the IM/IT strategic plan. The DG must encourage and nurture the new horizontal, cross-branch roles and processes that will allow for more agile delivery leading to best practices that combine software development and IT operations (DevOps) within TDSS, over the longer term.

The DG must possess a comprehensive knowledge of the departmental mandate and of each of its business lines as well as the mandate of partner government departments (i.e. Canada Border Services Agency), of the Federated Architecture Program (FAP) and initiatives of the CIO Branch of TB, and strong leadership, change management, managerial, and executive skills. This knowledge must be combined with a professional level of knowledge and competence, in the rapidly advancing fields of strategic and business planning, enterprise architecture, analytics, cloud computing, secure electronic service delivery, biometrics, and artificial intelligence, as these affect evolving concepts and applications of information management and information technology. This knowledge is required in order to provide the technological leadership required to assist IRCC executives to achieve their policy and program objectives over the medium to longer term through business re-design that is enabled by IM/IT, aligned with the government-wide FAP and leveraging

IM/IT evolutionary trends in the digital space including e-business, e-commerce, biometrics and other trends and developments.

The DG must master the breadth and depth of the information technology, information management, and knowledge management required to lead IRCC in becoming a fully digital organization and to assist the Department in achieving the significant growth targets set out in the multi-year immigration levels plan.

The DG is responsible for forecasting and managing the Branch level budget, which largely A-base with some project management funding involved in undertaking Innovation Lab and Data and Analytics activities related to various client projects. The DG is also responsible to create a sector level forecast of IM/IT costs with input from all five branches and to track results against budget and demonstrate whether TDSS is controlling costs and increasing benefits from investments in IM/IT.

## DIMENSIONS

FTEs:	190
Budget	\$19 Million Salaries and O&M (A-Base)

## SPECIFIC ACCOUNTABILITIES

1. Leads the development of departmental IM/IT strategy and frameworks and the annual three-year Departmental IM/IT plan to support the Department's mandate, growth and desire to become fully digital, to maximize IRCC investments in IM/IT, streamline business processes and improve program and service delivery. This includes monitoring outcomes and benefits and providing IRCC's senior management with performance results that can be used reliably in decision making.
2. Directs the development of departmental IM/IT policies, standards, procedures and, the establishment of guidelines and rules used to for the acquisition, building, modification and integration of IT resources across IRCC.
3. Establishes the strategic direction for and develops and conducts research into the leading developments and best practices in information management, information technology and digital strategy, champions innovation and the adoption of new technologies and advises business owners, project teams, IT operations and other stakeholders on best practices, research, methodologies, and tools related to information, security and technical architecture.
4. Provides leadership in creating and maintaining an enterprise architecture capability and associated governance process to drive consistency, systems integration, and manage technology related risk for the Department.
5. Works closely with the TDSS Senior Management Committee and deliver a framework of relevant measures and reporting to provide TDSS visibility on sector performance and outcomes in delivering IM/IT support, developing programs and projects and managing

sector financial and human resources.

6. Oversees the assessment of IM/IT's capacity to address the Department's current and future business needs, and integrates these into the strategic plan and roadmap and annual planning; and promotes the use of innovative approaches in the application of people, processes and/or technology through the Innovation Lab concept.
7. Provides strategic advice to business owners and senior management on emerging technology-based trends and on business improvement opportunities from a digital strategy perspective and provides IM and IT expertise and guidance to projects.
8. Represents the Department, directly or through subordinate managers, with central agencies and external organizations on a variety of information technology committees and working groups; ensures that the interests and concerns of the Department are presented and promoted in the development of government-wide policies and initiatives related to IT; and, develops and maintains productive relationships to ensure collaboration with external agencies such as TBS, OGD such as Public Services and Procurement Canada and private industry.
9. Manages branch level human, financial and material resources with economy, probity and prudence.

#### CERTIFICATION

The foregoing is an accurate and comprehensive statement of the duties and responsibilities assigned to DG, Digital Strategy.



\_\_\_\_\_  
Incumbent's signature

2020/11/04

\_\_\_\_\_  
Date



\_\_\_\_\_  
Assistant Deputy Minister and  
Chief Information Officer,

November 17, 2020

\_\_\_\_\_  
Date

## EXECUTIVE POSITION DESCRIPTION

**Position Title:** Senior Director, Digital Platform Modernization (DPM)  
**Position Number:** NEW  
**Classification:** EX-02 (Proposed)  
**Department:** Immigration, Refugees and Citizenship Canada (IRCC)  
**Supervisor's Title:** Director General, Digital Strategy Branch  
**Sector:** Transformation and Digital Solutions Sector (TDSS)  
**Branch:** Digital Strategy Branch (DSB)  
**Location:** NCR  
**Effective Date:** November 1, 2020

## GENERAL ACCOUNTABILITY

The Senior Director, Digital Platform Modernization (DPM) is accountable to the Director General, Digital Strategy Branch for providing the vision, strategic leadership and direction for the delivery DPM including stabilization and standardization of the Global Case Management System (GCMS); Data Center Migration; Disaster Recovery; reducing technical debt in the current core legacy systems; establishment of a Cloud Adoption program and completing Enterprise Cloud Connectivity; and integrating Business Process Optimization with TDR and Cloud. In order to do so, they lead all planning and governance activities associated with DPM. This entails collaboration with a variety of federal, provincial, private sector, and international partner organizations.

## ORGANIZATION STRUCTURE

This position is one of seven (7) senior management positions reporting to the CIO and DG, SDB. The others are: Director, Office of the Chief Information Officer; Director, Digital Strategy and Enterprise Architecture; Director, Information Architecture and Information Management; Director, Enterprise Data Warehouse; Director, Innovation; and Director, Artificial Intelligence (AI) Program.

A total of three (3) senior positions report directly to the **Senior Director, Digital Platform Modernization (DPM)**.

**Director, DPM Project Delivery and GCMS Disaster Recovery** (Staff of 25: is responsible for directing the delivery of all Digital Platform Modernization TDR projects, including ensuring strategic alignment, development and implementation of project performance assessment and management frameworks, stakeholder engagement and reporting; as well as leading all Disaster Recovery efforts linked with GCMS system that forms the IM/IT cornerstone for IRCC business delivery, taking into account the unique needs and operational realities of GCMS users.

**Director, DPM Program Management Office** (Staff of 20): is responsible for directing the development and implementation of program management planning tools, policies, standards, guidelines, and governance; building the program management capacity and capability of the

Department; directing the development and implementation of program management tools, templates and best practices; managing program value through strategic planning, performance assessment, and reporting; directing the provision of program management expertise, support, analysis and reporting; stakeholder engagement including with the Communications, Change Management and Transformation Office teams; and leading the second TB Submission planning process including risk assessment, costing, and engagement with internal and external stakeholders.

**Director, TDR Project Portfolio** (Staff of 25): is responsible for assessing the relative priority of TDR portfolio projects in alignment with the branch's strategic direction and mandate; directing the development and implementation of TDR project management policies, standards, guidelines, governance and performance frameworks; directing the development and implementation of project management tools, templates and best practices; tracking TDR project progress and ensuring project management performance assessment and reporting.

## NATURE AND SCOPE

Immigration, Refugees and Citizenship Canada (IRCC) selects immigrants and temporary residents and assists with immigrant settlement and integration while offering Canada's protection to refugees. IRCC also grants Canadian citizenship and promotes the rights and responsibilities inherent in citizenship. The Department develops Canada's admissibility policy, sets the conditions to enter and remain in Canada, and conducts screening of immigrants and temporary residents to protect the health, safety and security of Canadians. In doing so, IRCC, in collaboration with its partners, fulfils its role in identifying applicants who could pose risks to Canada for reasons including health, security, criminality, organized crime, and violation of human and international rights.

IRCC's broad mandate is derived from the *Department of Citizenship and Immigration Act*. More specifically, the Minister of IRCC is responsible for the *Citizenship Act* of 1977 and portions of the *Immigration and Refugee Protection Act* (IRPA). The Ministers of both IRCC and Public Safety Canada are responsible for administering IRPA. Immigration is also an area of shared jurisdiction with the provinces under the *Constitution Act, 1867*. The Department is geographically dispersed with 44 in-Canada points of service and 90 points of service in 77 countries around the world.

The GoC has set out a multi-year immigration levels plan that commits to welcoming more permanent residents to Canada over the next three years. In 2018, the Department expected to welcome between 290,000 and 330,000 permanent residents, which is the highest level in recent history. Moreover, this plan includes raising immigration levels to between 300,000 and 350,000 in 2019 and between 310,000 and 360,000 in 2020. From an IM/IT perspective, these increases continue to result in an increase in demand for IM/IT services, including timely access to IT equipment, software and network connectivity.

Successful delivery of the Department's mandate requires integration and alignment between the program delivery areas of the Department and IM/IT in order to support temporary and permanent immigration, refugees, settlement, citizenship and passports, as well as stakeholders in the

settlement community, and IRCC partners in other federal departments and agencies, the provinces and territories, and international partners. IRCC's IM/IT systems, such as the Global Case Management System (GCMS), the Biometrics program and the Electronic Travel Authorization are used by partners such as the Canada Border Services Agency (CBSA), the airline industry and other partners in border security as well as by our employees at National Headquarters, in IRCC Regional Offices and at Canadian missions abroad.

IRCC continues to align itself with the new GoC policies and directives to ensure that it is positioned to leverage the opportunities that will be available through the government-wide shift to digital. Operating within this context, TDSS, under the direction of the CIO and ADM, is mandated to provide the strategies, policies, tools and skilled resources necessary for IRCC to make effective use of IM/IT in the delivery of programs and services.

The Department's internal and external IM/IT environment is highly complex, characterized by:

- the on-going delivery of high availability Canadian Government mission critical operational applications and databases to IRCC and its partners;
- stabilization of the Global Case Management System (GCMS) that forms the IM/IT cornerstone for IRCC business delivery;
- concurrent initiatives to leverage legacy systems while developing new systems that address client service improvements initiatives;
- the establishment of formal corporate governance to effectively plan and manage IM/IT developments in line with Government and departmental priorities;
- the need to build departmental capacity to provide holistic project management expertise;
- the planning and implementation of ever-greening requirements;
- the ever-increasing emphasis on the management of information holdings at IRCC;
- the anticipated continuing growth of the Department resulting in an increasingly greater frequency of IRCC business and administrative systems changes;
- the need to address the requirements of the GOC service transformation agenda and the GOC regimen of greater accountability;
- the planning, development and deployment of biometric technology to detect fraud and facilitate legitimate travel; and,
- the need to keep pace with the revolution in information and communication technology.

The Department's Digital Strategy Branch (DSB) is a newly created branch as of April 1, 2019, and is responsible for service transformation and technology modernization in support of the anticipated continued growth of the Department. Increased Permanent Resident admission targets require IT enhancements to strengthen settlement program integrity and digitalize processes and workflows. DSB is responsible for establishing IRCC's strategic direction for and conducting research on the leading developments in information management, information technology and digital strategy; providing guidance to IRCC IT projects; and defining IRCC's direction in enterprise architecture, data and cloud computing. In establishing IRCC's strategic direction, DSB develops the annual departmental IM/IT plan, operates the Data and Analytics COE, and champions the use of the Innovation Lab to test out innovations related to people, processes and technology.

The Digital Platform Modernization Directorate (DPM), under the direction of the Senior Director is responsible for delivering an end-to-end service delivery model (enterprise-wide digital platform) that includes improvements to day-to-day operations, streamlined business processes and modern technology through a two-phase process. Phase 1 includes stabilizing GCMS via early critical projects and defining the Standardize Phase in more detail, data center migration, and disaster recovery. Phase 2 includes de-risking and reducing technical debt in the current core legacy systems and remediating architectural deficiencies, enhancing key digital capabilities to enable specific applications and allow for early benefits such as reduced downtime, increased adaptability and improved operations and productivity; focusing on establishing a Cloud Adoption program and completing Enterprise Cloud Connectivity to allow IRCC to deliver modern integrated and secure cloud solutions as part of a strategic delivery model capable of deriving innovative program value at a sustainable and continually evolving pace; and integrating Business Process Optimization with TDR and Cloud by developing building blocks of the future platform, including reimagined business processes and customer experiences.

The Senior Director, DPM, is responsible for leading a staff of professionals composed of departmental employees and contracted experts, in collaboration with other TDSS executives and business-line executives throughout the Department in developing a Departmental digital platform to ensure applications are in alignment with the new Cloud Adoption program and meet program delivery requirements of both individual IRCC and external clients, and corporate needs. To do this, the Senior Director, DPM, must consider the state of the art in rapidly changing technology, the reduction of existing technical debt, the common needs of all Departmental clients and their partners, the unique needs of the Canadian Border Services Agency and of users of GCMS during its stabilization, and the ability of existing applications to transition to the Cloud.

The Senior Director, DPM, is responsible for managing the Digital Platform Modernization Directorate on a combination of A-base and project management/cost-recovery basis, and as such is responsible for negotiating or guiding the negotiation of project or service level agreements or contracts with private sector service providers and Shared Services Canada for undertaking GCMS Stabilization, Data Centre Migration, and Enterprise Cloud Connectivity.

The Senior Director, DPM is responsible for providing leadership, through participation on executive committees and working groups, in transforming the vision of the CIO and of the Departmental Executive Committee into an IM/IT integrated enterprise-wide digital platform in collaboration with DSB and other Departmental executives.

The Senior Director DPM is responsible for leading the development of a new culture in the IRCC IM/IT workforce that is open to a strategic delivery model based on Enterprise Cloud Connectivity and has the skills and support to deliver this continually evolving and innovative program.

The Senior Director DPM is responsible for directing the development of performance indicators, budget plans, analysis, and reports practices that can demonstrate whether DSB and IRCC through the Cloud Adoption Program are controlling costs and increasing benefits from investments in secure cloud solutions in compliance with the objectives of implementing the initiatives of the Management Accountability Framework.

The Senior Director DPM is responsible for participating as the IRCC representative, directly or through subordinate managers, on a number of interdepartmental committees and working groups

determining standards for and borders between government-wide IM/IT cloud solutions to ensure the delivery of enhanced digital capabilities.

The Senior Director DPM, must possess a comprehensive knowledge of the Departmental mandate and the mandates of each of its business lines as well as the mandate of CBSA, of the Cloud Adoption Program and initiatives of the Chief Information Officer Branch of Treasury Board, and strong leadership, change management, managerial, and executive skills. This knowledge must be combined with a high level of mastery, as demonstrated in professional level of knowledge and competence, in the rapidly advancing fields of strategic and business planning, enterprise resource planning (ERP), service oriented digital platform stabilization and modernization, IM/IT disaster recovery, secure cloud solutions delivery, biometrics, and artificial intelligence as these affect evolving concepts and applications of information management and information technology. This knowledge is required in order to provide the technological leadership and support required to assist IRCC managers achieve their policy and program objectives over the medium to longer term through business re design enabled by IM/IT, to position IRCC within the government-wide Cloud Adoption Program, and the Canadian immigration and settlement sector, and within IM/IT evolution via e-business, e-commerce, biometrics and other trends and developments, as well as to establish guidelines controlling the negotiation of the funding of IM/IT projects by subordinate managers.

The Senior Director DPM Directorate is required to address three major challenges to achieve the results expected of TDSS and of the Department.

The Senior Director must achieve his/her results through managing a cultural change within IRCC management team and their partners externally, to base decision-making in organizational, business, and business process redesign on the possibilities offered by rapidly evolving IM/IT applications and technology as a key component in that decision-making. This entails assisting Departmental managers and their partners to define the policy or program delivery issue in terms of information or knowledge capture, transfer, or transformation required to achieve policy or program objectives, the extent to which their existing combination of people and technology are adequate to the task, and the extent to which existing investment in IM/IT applications can be recycled to enable the achievement of new results.

The second challenge is that the Senior Director must master the information technology, information management, and knowledge management requirements that are unique to each, and common to all cloud solutions of the department, and of the immigration sector of which IRCC is a key component.

The third challenge is that the Senior Director must earn the confidence and trust, of all Departmental managers with whom he/she must work in order to be the first choice of these managers for IM/IT applications advice on solving policy or program delivery issues, and for contracting for cloud solutions development and integration. This is key in negotiating project and service agreements and contracts and for achieving control of cloud solutions development across the Department in order to better define the possibilities for the management and evolution of the legacy systems of the Department.

The Senior Director, DPM is a member of the TDSS Executive Committee, an advisor to the Departmental IM Governance Committee, and a member as IRCC representative, of a number of interdepartmental committees and working groups. The Senior Director, DPM represents IRCC at



Treasury Board on all IM/IT cloud solutions development and integration issues, and represents IRCC on all committees and working groups with respect to the relationship of IRCC cloud solutions integration with horizontal or common applications under the Cloud Adoption Program and legacy systems recycling and reutilization in the reduction of costs of federal IM/IT applications development.

The Senior Director, DPM is the departmental focal point in headquarters, in the regions, interdepartmentally, and internationally for the development, integration, implementation, and maintenance of the continually changing business, corporate, GOL and GCMS systems that constitute the enterprise IM/IT systems of the Department and how they relate to government-wide and international IM/IT cloud solutions, and for emerging issues related to cloud solutions, the recycling of legacy applications to enable the support of new business processes across the department and across the network of Canadian and international organizations served by IRCC IM/IT applications, and as such is responsible for all technological aspects of IRCC IM/IT cloud solutions, their direction, the enterprise strategy for cloud solutions development, efficacy, and cost effectiveness that enable IRCC programs and services to be delivered in the most effective, and cost-efficient manner, in compliance with the law and government policy.

## **DIMENSIONS (2020-2021)**

Staff:	70 Staff
Direct Budget	\$ 55 Million Salaries and O&M (A-Base)

## **SPECIFIC ACCOUNTABILITIES**

1. Directs, through project management and delivery, the strategic direction, planning, design, and development of the Department's large, complex and advanced enterprise-wide digital platform and business IT cloud solutions, enabling clients and their network of external partner/client organizations to manage information and conduct its business operations.
2. Directs the planning, development and implementation of strategies and initiatives to support the management of the Department's digital platform required for its information systems; this includes providing advice to internal and external clients/stakeholders on the appropriate and effective use of data as a Departmental resource and the effective coordination of corporate database management systems for the vast and varied data holdings of the Department.
3. Directs the development and implementation of the corporate strategies and initiatives to address the modernization of existing enterprise architecture and data management and introduction of cloud solutions to ensure that they support program/service delivery needs.
4. Leads environmental scanning aimed at identifying major IM/IT trends and emerging developments that affect IRCC's employees, clients and partners; prepares analyses and recommendations as part of IM/IT strategic planning.
5. Develops and implements strategies and initiatives to design, develop, create, test, and implement cloud solutions which: enhance the quality of all Departmental information


processing systems and applications; respond quickly to crisis situations; ensure the preparation and delivery of presentations on cloud solutions concepts; and provide direction to managers and staff.

6. Provides expert professional advice and guidance concerning: GCMS stabilization, data center migration, disaster recovery, remediation of architectural deficiencies, cloud solutions and enhancement of key digital capabilities in order to meet Departmental needs in a cost-effective manner.
7. Directs the integration of Business Process Optimization with TDR and Cloud by developing building blocks of the future digital platform, including reimaged business processes and customer experiences.
8. Provides corporate advice and guidance with respect to emerging cloud solution development, assesses their capacity to address the Department's current and future business needs, and integrates these into cost-effective short, medium and long-range plans for the Organization. Given the expense of IT solutions, this involves effectively managing a high level of risk since the impact of many emerging technologies is unknown and many may not fulfill their initial promise.
9. Ensures that senior Departmental executives and managers are provided with expert professional advice and guidance on application development and database management issues and that the Division acquires and maintains the level and mix of skills and expertise to meet Departmental needs in a cost-effective manner.
10. Represents the interests and concerns of the CIO, IT and the Department when working with Central Agencies and external organizations on a variety of formal and informal committees and working groups concerning information technology. Ensures that the interests and concerns of the Department are presented and defended in the development of external government-wide policies and initiatives related to IT.
11. Manages Directorate human, financial and material resources with economy, probity and prudence.

## CERTIFICATION

The foregoing is an accurate and comprehensive statement of the duties and responsibilities assigned to this position.

Digitally signed by VioletteFehr,  
 Nancy  
 Date: 2020.11.05 10:29:22 -05'00'

Incumbent	Date	Signature
Omar Subhani	2020/11/04	
Director General, DSB	Date	Signature

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